

## **BOARD MEETING**

Tuesday, May 23, 2017
7:00 PM
Friends Auditorium



### Royal Oak Public Library - Board of Trustees Tuesday, May 23, 2017 Friends Auditorium Agenda - Regular Meeting: 7:00 PM

The mission of the Royal Oak Public Library is to be an informational, intellectual, cultural and recreational resource for all people, to inspire the spirit, educate the mind, and be a center of community pride.

- I. Call to Order/Roll Call
- II. Public Comment
- III. Announcements/Communications
- IV. Approval of the Agenda
- V. Acceptance of the Minutes April 25, 2017
- VI. Financial Statements
- VII. Library Director's Report
- VIII. Action Items
  - a. Disposal of surplus furniture
- IX. Discussion Items
  - a. Formalizing library/friends of library relationship
  - b. 2017 2021 Strategic Plan

a. Strategic Planning Progress

- c. Sunday hours (closed session)
- X. Committee and Liaison Reports and Assignments

k. Nominating Committee (reports in October)

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|--|--------------------------------|
| b. ROOTS Foundation Liaison                | MH, alt. KG                    |
| c. Friends Liaison                         | Rotating                       |
| d. City Commission Liaison                 | Rotating                       |
| e. DDA Liaison                             | Rotating                       |
| f. Director Goals and Evaluation Committee | SWA, RP                        |
| g. Fundraising Committee                   | RP, PK, MH                     |
| h. Budget/Finance Committee                | SWO, KG, BK, MM                |
| i. Art Committee                           | JK, Ann Barbour, Nancy Hollyer |
| i. Policy Review Committee                 | RP.SWA MM MW                   |

SWO, RP, BK

SWA, KG

Adjournment

Royal Oak Review

4/12/2017

Before the Flood

ROYAL OAK — Resident Mary Dunn, with the support of the Royal Oak Environmental Advisory Committee, will present a screening of National Geographic's "Before the Flood" at 7 p.m. April 226 in the Youth Activity Room of the Royal Oak Public Library, 222 Ep 11 Mile Road. The film features Leonardo DiCaprio as a United Nations messenger of peace who travels to five continents and the arctic to witness climate change fitsthand.

Registration is required for the free program by calling, (248) 246-3727

present a screening of National Geographics
"Before the Flood" at 7 p.m. April 26 in the
Youth Activity Room of the Royal Oak Pub. lic Library, 222 E. 11 Mile Road. The film features Leonardo DiCaprio as 2 United Nations messenger of peace who travels to hive comments and the arctic to witness clumate change firsthand.

| and different descriptions and different responses   | Wednesday at 7:00pm Add to Calendar   | Oak.  |
|--|---|---|
| On V   | Vednesday, April 19 at 7:00 pm, join genealogist and  | Patch ,   |
| libra  | rian Sarah Hatter for a discussion on how to use  | Λ 1   |
| Ance   | estry Library Edition, which the public can access at   | Post!   |
|  | ibrary. Hatter will discuss how to search the most  |   |
| •  | plete set of U.S. census records available online in one  |   |
| 1 4 4 7  |   | •   |
| i jara   | e, along with important family documents such as  |   |
| birth  | , marriage and death records.   |   |
| — Regi   | stration is suggested. Visit ropl.org or call the Adult   | 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1   |
| - 人名   | rence Desk at 248-246-3727 to sign up for this free   | · Section   |
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| Work   | APR Teen Animal Career program at t   | ne  |
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|  | APR Teen Animal Career program at t<br>20 Royal Oak Public Library  | he  |
| A Control of the Cont | APR Teen Animal Career program at to 20 Royal Oak Public Library  Thursday at 6:30pm Add to Calendar  |   |
|  | APR Teen Animal Career program at t 20 Royal Oak Public Library  © Thursday at 6:30pm Add to Calendar  Middle and high school students are invited to join animal experts from Bowers School Farm on Thursday, April 20 at 6:30 pm to gain hands-on experience caring for weeks-  | ne<br>Programme and the second se |
|  | APR Teen Animal Career program at t 20 Royal Oak Public Library  Thursday at 6:30pm Add to Calendar  Middle and high school students are invited to join animal experts from Bowers School Farm on Thursday, April 20 at 6:30 pm to gain hands-on experience caring for weeks-old baby goats. Participants will learn the typical health  | New American    |
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| THE PROPERTY OF THE PROPERTY O | APR Teen Animal Career program at t 20 Royal Oak Public Library  © Thursday at 6:30pm Add to Calendar  Middle and high school students are invited to join animal experts from Bowers School Farm on Thursday, April 20 at 6:30 pm to gain hands-on experience caring for weeks- old baby goats, Participants will learn the typical health and development of goats, and pet and feed the babies.  Registration is limited to 20. Visit ropl.org/events or call  |   |

| R.O. Charber | of Commerce | Q |
|--------------|-------------|---|

Monday, April 24 @ 7p. Local journalist and blogger, Cindy La Ferle, will offer Write Where You Are:
Using Journaling to Jumpstart Your Memoirs. This one-night workshop will focus on self-exploration
with simple journaling prompts. There will be writing in class, so bring a notebook or laptop. Registration
requested. Visit ropl.org or call 248.246.3727 to register.

# MONDAY MORNING MEMO 4/24/1>

### Food for thought

PROYAL OAK — The fourth annual Food for Thought Gampalgn is running now through April 28 at the Royal Oak Public Library, 222 E. 11 Mile Road. The Food for Thought Campaign is a regional effort between the Library Network, the Suburban Library Cooperative and Gleaners Community Food Bank to offset the post-holiday decline in emergency food availability during the early spring.

roplorg of call (248) 246-3700:

Royal Oak Revien

4/26/17

# APR Youth Money program at the Royal Oak 25 Public Library

© Tuesday at 7:00pm Add to Calendar

To celebrate Money Smart Week, kids ages 4 to 10 are invited to join the staff from OUR Credit Union on Tuesday, April 25 at 7:00 pm for fun, interactive moneythemed stories and activities.

Registration is limited to 50. Visit ropl.org/events or call the Youth Reference Desk at 248-246-3725 to sign up for this free program.

# APR Genealogy Research Workshop at the Royal Oak Public Library

© Wednesday at 7:00pm Add to Calendar

On Wednesday, April 26 at 7:00 pm, join genealogist and librarian Sarah Hatter for a discussion on how to break down the "brick walls" of genealogy research. Hatter will share strategies to get beyond your trouble spots and breathe new life into your research. Bring your "brick wall" problems to class and get advice on what to do next.



### Royal Oak Public Library

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Video Games for Tweens, ages 7 - 11, Thursday, April 27, at 4:30 PM. Chill out playing video games on our Xbox 360 with Kinect, Nintendo Wil, and Nintendo GameCube. Register at https://tinyurl.com/l2l9nor

https://www.facebook.com/royaloaklibrary...

See Posi

Reveal Clair Parch Localistroam via Pacebook



## Royal Oak Public Library

Yesterda



Teen Video Games, Thursday, April 27, at 6:30 PM. Kick back playing video games on our Xbox 360 with Kinect, Nintendo Wii, and Nintendo GameCube. Register at https://tinyurl.com/ky43rzm

https://www.facebook.com/royaloaklibrary...

See Post

Bayal Oak Patch Letelfforeen van Facebook

## MAY May the 4th Be with You: A Star Wars Fan Day at the Royal Oak Public Library O Thursday at 7:00pm Add to Calendar

Kids of all ages are invited to a Star Wars party on Thursday, May the 4th at 7:00 pm. Celebrate all things Star Wars with stories, crafts, games, trivia and more. Feel free to come in costume.

Registration is limited to 40. Visit ropl.org/events or call the Youth Reference Desk at 248-246-3725 for more information about this free program.

## MAY Launch a Business Series at the Royal Oak Public Library

• Wednesday at 1:00pm Add to Calendar

f you have ever considered starting your own business, attend a three-week course at the library on Wednesdays, May 10, 17 and 24 at 1:00 pm. Dan Nichols, author of the Lemonade Stand Simple Business Planning System will guide you through the details of start-up, determining your unique value and taking the first steps to selfemployment.

Roxal Oak Patch

# MAY Adult Coloring and Crafts program at 1 the Royal Oak Public Library

O Thursday at 6:30pm Add to Calendar

Gather in the library auditorium on Thursday, May 11 from 6:30 to 8:00 pm to color or work on any craft or creative project you would like. Coloring materials (sheets and pencils) will be provided, but we also invite you to work on any craft or creative projects you may have in progress. Bring a couple of scrapbook pages, a pair of socks you have started to knit, or grab a book on origami and give it a try. All crafters are welcome. We would love to see what you are working on! For ages 18 and over.

Registration is limited to 50. Visit ropl.org/events or call the Adult Reference Desk at 248-246-3727 to sign up for this free program.

Royal dak Chamber of Commen Weekend Spotlight

Saturday, May 20. The Royal Oak Public Library

continues its Independent Film Series with the showing of *The Ardennes*. Admission is free for adults over 18. For more info, call 248.246.3727 of visit ropl.org.



#### Royal Oak Public Library - April 25, 2017 Board of Trustees Meeting Minutes

- o The Strategic Planning Committee will start to plan a special meeting where the Board can discuss the strategic plan in more detail.
- o The Board agreed to start thinking about what they wanted the vision of the Library to be and whether there was a slogan that could encapsulate that vision.
- The Board discussed how the QSAC standards are a start of where the Library wants to be but the Board wants to do more. The goal is to keep the Library relevant and have it be a hub or on-ramp for the community as a whole.
- The Board discussed the possibility of increased public meeting spaces within the Library and increasing access to content outside the physical library.
- New circulation parameter for VOX Books
  - o Mark Walton moved for approval; Stacie Woodward seconded.
  - o The Board approved the new circulation parameter for VOX Books by consent.
- Policy Review: Circulation Parameters (5.101)
  - o Brandon Kolo moved to approve the policy; Melanie Macey seconded
  - o The policy was approved by consent
- Policy Review: Monetary and Other Non-Book Gifts (2.10)
  - Scott Warheit moved to approve the policy; Roxanne Plater seconded
  - o The policy was approved by consent
- Policy Review: Disposition of Furniture and Equipment (2.20)
  - o Brandon Kolo moved to approve the policy; Paul Kanan seconded
  - The policy was approved by consent
- Policy Review: Public Relations Policy (6.10)
  - Scott Warheit moved to approve the policy; Roxanne Plater seconded
  - o The policy was approved by consent

#### IX. Discussion Items

- Formalizing library/friends relationship
  - o Karla discussed the progress of meeting with the Friends to formalize the relationship between the Friends and the Library.
  - o The Board heard from a member of the Friends Board who discussed this goal.
  - o The Library Board agreed to try to keep making progress in its discussions with the Friends.

#### X. Committee and Liaison Reports and Assignments

- Mark agreed to attend next month's Friends meeting. Melanie agreed to attend next month's City Commission meeting. Brandon and/or Melanie will attend the DDA meeting.
- There were no other reports.

05/17/2017 04:22 PM User: MaryK DB: Royal Oak

REVENUE AND EXPENDITURE REPORT FOR CITY OF ROYAL OAK
PERIOD ENDING 05/31/2017

\* Fiscal Year Completed: 91.78
\*NOTE: Available Balance / Pct Budget Used does not reflect amounts encumbered.

|  |  |   |                                    | (P   |
|--|--|---|------------------------------------|--|
| PREV YEAR<br>% BDGT<br>USED                | 100.99<br>131.86<br>100.57<br>1.60<br>64.29  | 73.28<br>83.68<br>772.79<br>63.68<br>176.00<br>101.76<br>0.00<br>0.00<br>0.00<br>0.00<br>0.00   | 95.59                              | 85.47<br>107.57<br>100.00<br>95.47<br>0.00<br>75.24<br>82.25<br>82.46<br>0.00<br>0.00<br>0.00<br>174.17<br>298.16<br>83.47<br>83.47<br>83.47   |
| * BDGT<br>USED                             | 100.39<br>57.08<br>121.06<br>0.00  | 66.85<br>81.59<br>81.59<br>55.26<br>57.25<br>124.47<br>0.00<br>0.00<br>0.00<br>0.00<br>0.00<br>0.00<br>0.00   | 97.50                              | 82.92<br>99.18<br>98.02<br>0.00<br>85.71<br>55.02<br>89.73<br>89.73<br>88.00<br>0.00<br>71.33<br>71.86<br>81.63<br>38.55<br>71.63<br>71.63<br>80.27<br>76.49<br>80.27  |
| AVAILABLE<br>BALANCE<br>NORM (ABNORM)      | (8,321.53)<br>14,162.04<br>(21,061.30)<br>0.00<br>488.06   | 3,978.57<br>8,283.70<br>1,566.02<br>3,482.23<br>(1,590.75)<br>0.00<br>(445.00)<br>41,140.00<br>0.00<br>19,250.00<br>0.00<br>0.00<br>0.00<br>0.00<br>0.00<br>0.00<br>0.0   | 60,932.04                          | 75,662.70<br>68,964.65<br>6.34<br>273.54<br>15,000.00<br>200.00<br>926.51<br>12,854.63<br>33,407.42<br>0.00<br>2,041.19<br>270.16<br>11,839.94<br>17,005.53<br>17,005.53<br>17,005.53<br>17,005.53<br>164.59<br>164.59<br>164.59   |
| ACTIVITY FOR MONTH 05/31/17 INCR (DECR)    | 0.00<br>0.00<br>0.00<br>0.00<br>426.51   | 544.00<br>1,548.86<br>93.92<br>0.00<br>0.00<br>0.00<br>0.00<br>0.00<br>0.00<br>0.00   | 2,663.29                           | 17,351.25<br>14,228.30<br>0.00<br>0.00<br>200.00<br>5,649.40<br>5,873.27<br>0.00<br>2,383.60<br>2,220.50<br>2,220.50<br>2,220.50<br>40.13<br>0.00  |
| YTD BALANCE<br>05/31/2017<br>NORM (ABNORM) | 2,164,321.53<br>18,837.96<br>121,061.30<br>0.00<br>7,011.94  | 8,021.43<br>36,716.30<br>1,933.98<br>4,717.77<br>8,090.75<br>0.00<br>0.00<br>0.00<br>0.00<br>0.00<br>0.00<br>0.00   | 2,374,907.96                       | 367,257,30<br>314,685,35<br>15,616,46<br>0.00<br>1,200,00<br>1,133,49<br>112,345,37<br>245,022,58<br>0.00<br>5,078,81<br>689,84<br>52,610,06<br>666,85<br>42,064,47<br>4,971,54<br>1,324,41<br>1,324,41<br>2,636,57<br>3,203,66  |
| 2016-17<br>AMENDED BUDGET                  | 2,156,000.00<br>33,000.00<br>100,000.00<br>7,500.00  | 12,000.00<br>45,000.00<br>3,500.00<br>6,500.00<br>3,000.00<br>41,140.00<br>20,000.00<br>20,000.00<br>20,000.00  | 2,435,840.00                       | 442,920.00 383,650.00 15,890.00 15,890.00 1,400.00 2,060.00 278,430.00 278,430.00 7,120.00 7,120.00 64,450.00 1,730.00 59,070.00 64,000 540.00 540.00 5,000.00   |
| DESCRIPTION                                | TMENTAL PROPERTY TAX REVENUES STATE - AID TO LIBRARY STATE - LIBRARY PENAL FINES EXPRESS READS FINES LIBRARY COPIER CHARGES    |   | Dept 000-NON-DEPARTMENTAL REVENUES | WAGES - PERMANENT WAGES - TEMPORARY WAGES - OVERTIME LONGEVITY PAY SICK LEAVE PAY DUPLICATE HEALTH CARE BENEFITS PAY DUPLICATE HEALTH CARE BENEFITS PAY DEFERRED COMP - EMPLOYER CONTRIBUTIO RETIREMENT CONTRIBUTIONS - GENERAL OPEB CONTRIBUTIONS - GENERAL OPEB CONTRIBUTIONS - GENERAL OPEB - UAL DEFINED CONTRIBUTION RETIREE HSA FICA UNEMPLOYMENT COMPENSATION TAX GROUP DENTAL INSURANCE GROUP DENTAL INSURANCE GROUP LIFE INSURANCE WORKERS COMPENSATION INSURANCE OFFICE SUPPLIES |
| GL NUMBER                                  | Fund 271 - LIBRARY FUND Revenues Dept 000-NON-DEPARTMENTAL 271-000-40200 PR 271-000-57403 ST 271-000-60800 EX 271-000-64201 LI | 271-000-64220<br>271-000-65701<br>271-000-65702<br>271-000-65500<br>271-000-67501<br>271-000-67501<br>271-000-67501<br>271-000-69400<br>271-000-69800<br>271-000-69911<br>271-000-69911<br>271-000-69943<br>271-000-69968 | Total Dept 000-NON-TOTAL REVENUES  | Expenditures<br>Dept 790-LIBRARY<br>271-790-70203<br>271-790-70204<br>271-790-70300<br>271-790-70401<br>271-790-70407<br>271-790-70407<br>271-790-70601<br>271-790-70601<br>271-790-70606<br>271-790-70606<br>271-790-70610<br>271-790-70610<br>271-790-70610<br>271-790-71201<br>271-790-71201<br>271-790-71201<br>271-790-71201<br>271-790-71203<br>271-790-71204<br>271-790-71204<br>271-790-71206  |

REVENUE AND EXPENDITURE REPORT FOR CITY OF ROYAL OAK

05/17/2017 04:22 PM

User: MaryK DB: Royal Oak

Fiscal Year Completed: 91.78

\*NOTE: Available Balance / Pct Budget Used does not reflect amounts encumbered.

| GL NUMBER                                  | DESCRIPTION                                   | 2016-17<br>AMENDED BUDGET | YTD BALANCE<br>05/31/2017<br>NORM (ABNORM) | ACTIVITY FOR MONTH 05/31/17 INCR (DECR) | AVAITABLE<br>BALANCE<br>NORM (ABNORM) | * BDGT<br>USED | PREV YEAR<br>% BDGT<br>USED |
|--|---|---------------------------|--|---|---------------------------------------|----------------|-----------------------------|
| Fund 271 - LIBRARY FUND<br>Expenditures    | DAT   |                           |  |   |                                       |                |                             |
| 271-790-97000                              | CAPITAL OUTLAY                                | 0.00                      | 0.00                                       | 00.0                                    | 0.00                                  | 0.00           | 00.00                       |
| 271-790-97001<br>271-790-99131             | CAPITAL OUTLAY-NON-QUALIFIED DENGTON DEPICTOR | 00.0                      | 0.00                                       | 00.0                                    | 0.00                                  | 00.0           | 00.00                       |
| 271-790-99136                              | OPEB PRINCIPAL                                | 00.0                      | 00.0                                       | 00.0                                    | 00.0                                  | 00.0           | 00.0                        |
| 271-790-99208                              | LIBRARY BOND PRINICPAL EXP                    | 239,000.00                | 239,000.00                                 | 00.0                                    | 00.0                                  | 100.00         | 100.00                      |
| 271-790-99531                              | PENSION DEBT INTEREST                         | 00.0                      | 00.0                                       | 00.0                                    | 00.0                                  | 0.00           | 00.00                       |
| 271-790-99536                              | OPEB DEBT INTEREST                            | 00.00                     | 00.0                                       | 00.00                                   | 00.0                                  | 0.00           | 00.0                        |
| 271-790-99608                              | LIBRARY BOND INTEREST EXP                     | 42,000.00                 | 41,883.00                                  | 00.0                                    | 117.00                                | 99.72          | 98.37                       |
| 271-790-99800                              | LONG-TERM DEBT AGENCY FEES                    | 00.0                      | 00.0                                       | 00.00                                   | 00.0                                  | 00.0           | 00.0                        |
| Total Dept 790-LIBRARY                     | X   | 2,435,840.00              | 2,012,509.57                               | 75,248.04                               | 423,330.43                            | 82.62          | 86.36                       |
| TOTAL EXPENDITURES                         |   | 2,435,840.00              | 2,012,509.57                               | 75,248.04                               | 423,330.43                            | 82.62          | 86.36                       |
|  |   |                           |  |   |                                       |                |                             |
| Fund 271 - LIBRARY FUND:<br>TOTAL REVENUES | ND:   | 2,435,840.00              | 2,374,907.96                               | 2,663.29                                | 60,932.04                             | 97.50          | 95,59                       |
| TOTAL EXPENDITURES                         |   | 2,435,840.00              | 2,012,509.57                               | 75,248.04                               | 423,330.43                            | 82.62          | 86.36                       |
| NET OF REVENUES & EXPENDITURES             | PENDITURES                                    | 00.0                      | 362,398.39                                 | (72,584.75)                             | (362,398.39)                          | 100.00         | 100.00                      |

#### Director's Report - May 2017

#### **Budget and Finance**

The City Commission Budget Work Session covering Special Revenue Funds was held on May 17. The commissioners had a few questions. A couple of commissioners expressed the hope that Sunday hours could be added. The mayor made several very supportive comments at the end of the library budget discussion.

I met with Julie Rudd, the city finance director, regarding the Information Systems Service Charges and Administrative Charges. Based on the internal support the library gets from our technology specialist and TLN Technology Services and the fact that we have not been made part of the city's system yet, she has reduced the charge in the current fiscal year's budget from \$50,670 to \$21,250 and for FY 17 -18, she has adjusted the charge from \$51,321 to \$44,271. During the next fiscal year our staff computers should become part of the city's network which will create some efficiencies like submitting time sheets online, full utilization of the VOIP phone system, accessing the accounting software directly rather than by VPN which will make updates less time consuming, etc. The administrative charges will stay the same because they are based on a formula that divides the admin charges amongst the various city cost centers.

We received a very unexpected and generous donation of \$20,000 in memory of a long time library volunteer, Ginnie Snyder, who died last summer. Her daughter asked that it be used where the library needed it most.

#### **Staff News**

Youth librarian, Barbara Szutkowski, received her Outstanding Customer Service Award at the May 8 city commission meeting. She was given the loan of the scooter that goes along with the award and she has been trying to use it in the workroom out of sight of the kids in the public area since scooters, skate boards, roller skates, etc. are not allowed in the library.

Kaamilya Aliakbar and Everett LaMacchio have joined the staff as part-time computer aides.

#### <u>Website</u>

Ed Pank continues to put in many, many hours getting the new website ready. We hope to go live with it by June 1.

#### **Shared Automation System**

After a very thorough selection process, TLN Shared Automation System members met on May 2 to hear the recommendation for the new integrated library system. We voted unanimously to go with Carl X from The Library Corporation. A number of considerations went into the decision but one of the aspects that swayed things in Carl's favor is its patron interface which is much more user friendly than the products of the other two vendors. The director of the Redford District Library's comment has been often quoted during the selection process. He said he can train his forty staff members to use any ILS, but he cannot train the 40,000 library cardholders who are accessing the system 24/7. At the May 2 meeting two examples of problematic searches were done in real time in library systems using the three products that were under consideration and the correct item came up in page two or three of the results in the Innovative III and Sirsi Dynix searches, but it came up as the first or second option using CARL. Other considerations included CARL's record of regularly updating, developing, and adding features at the times they were promised.

#### **Continuing Education**

I attended a workshop on Project Outcome Training held on April 27 at the Redford Township Library. It covered the concept of measuring outcomes rather than output and presented a simple tool kit that has been developed by the Public Library Association, a division of the American Library Association, with the grant from the Bill and Melinda Gates Foundation. This makes it easy for us to begin the process of measuring outcomes. I am meeting with the library department heads later this week to discuss our implementation of the survey tools.

#### **Building Concerns**

Things are progressing. The furniture being reupholstered has been picked up and should be done before summer reading starts. The book drop was replaced but the new one had some slight shipping damage, so a newer one is going to replace the slightly damaged new one at no charge to the library. The painting is awaiting scheduling. I have talked to the company that had the low bid and we are trying to get it scheduled, but if it cannot be done before June 10, it will need to wait until August.

Respectfully submitted,

mayhaishner



there's a deadline of June 17<sup>th</sup> for publicity in the fall issues of Insight, the Leaflet and Royal Oak Today magazine.

Matthew Day 1 May 2017

| New Registrations     | Total Inventory         | Computer Uses            | Website Page Views        | Database Usage           |
|-----------------------|-------------------------|--------------------------|---------------------------|--------------------------|
| 396                   | #REF!                   | 2,697                    | 31,526                    | 7,415                    |
| 364                   | 173,778                 | 2,897                    | 29,866                    | 7,868                    |
| 293                   | 174,078                 | 2,389                    | 29,855                    | 7,900                    |
| 408                   | 174,726                 | 2,866                    | 28,560                    | 8,768                    |
| 296                   | 175,258                 | 2,717                    | 26,441                    | 10,413                   |
| 216                   | 175,044                 | 2,207                    | 24,525                    | 8,179                    |
| 325                   | 174,413                 | 2,368                    | 33,269                    | 9,424                    |
| 291                   | 173,802                 | 2,497                    | 28,579                    | 8,805                    |
| 295                   | 171,635                 | 4,587                    | 30,904                    | 8,037                    |
| 218                   | 163,292                 | 3,837                    | 26,590                    | 7,840                    |
| 0                     | 0                       | 0                        | 0                         | 0                        |
| 0                     | 0                       | 0                        | 0                         | 0                        |
| 3,102<br>259<br>-4.1% | #REF!<br>#REF!<br>-3.1% | 29,062<br>2,422<br>12.3% | 290,115<br>24,176<br>4:4% | 84,649<br>7,054<br>33.0% |